

Specifically the Workforce Boards accept the federal performance accountability measures as minimum accountability goals for WIOA programs. These goals and the proposed PY 2016 attainment levels approved by DOL for both Boards include:

- Percent of Participants in unsubsidized employment in the second quarter after exit: Adults 72%, Dislocated Workers 73%, Youth 68%.
- Percent of Participants in unsubsidized employment in the fourth quarter after exit: Adults 72%, Dislocated Workers 72%, Youth 69%.
- Median Earnings in the second quarter after exit: Adults \$5250, Dislocated Workers \$5500. In PY 16 no attainment level has been established for youth participants.
- Percent of Participants receiving a post-secondary credential during or within one year after participation: Adults 48%, Dislocated Workers 46%, Youth 58%.
- Percent of Participants in an education or training program leading to a post-secondary credential or employment who are achieving measurable skill gains. In PY 16 no attainment level has been established for participants.
- Effectiveness in serving Employers: In PY 16 no attainment level has been established.

For subsequent plan years the Boards will adopt the state negotiated attainment levels as the minimum accountability measures for WIOA program performance accountability.

To achieve the employment, retention and earnings goals, the Boards will focus the investment of training funds in high demand and high wage occupations and sectors. The high demand will result in a higher placement rate for Participants and increase the probability of higher employment retention with the same or another employer particularly given the projected shortages of properly skilled job applicants. The high wage aspect of these occupations increases the probability that those participants placed will have earnings in excess of the standard. To achieve post-secondary credentialing attainment level, the Boards will primarily fund training that leads to a post-secondary credential. Funding of work based training such as OJT may not result in a credential.

2.5* Describe additional indicators used by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), contracted service providers and the one-stop delivery system, in the local area. [WIOA Sec. 108(b)(17)]

EmployIndy and Region 5 Workforce Board believe that there is great value in measuring performance beyond the federal performance accountability measures. They have established systemic practices that enable measurement of the relative effectiveness and overall performance of services and strategies. EmployIndy and Region 5 Workforce Board's approach to performance management includes the following:

- Incorporating performance standards in all contracts including pay for performance when applicable with service providers and vendors;
- Performance measures and key performance indicators established for each contractor that are specific to the scope of work and clientele to be served; and
- Monthly monitoring of all spending rates; and
- Operational tracking and workforce development board score cards.

By using a continuous improvement and exception management philosophy, EmployIndy and Region 5 Workforce Board monitor the following items:

- Training investment by industry and position;

- Successful completion of training (occupational skills training and work-based-learning);
- Attainment of core credential from completed training;
- Placement into industry of training;
- Placement in full-time employment at \$13.50 or higher for EmployIndy;
- Utilization of virtual tools at www.workoneindy.org by EmployIndy;
- Conversion of work-based-learning to permanent employment;
- Gains in core skills within education;
- Customer satisfaction from participants and employers; and
- Quality of service files.

2.6 Highlight the area's strategies to train the workforce so that the state is ready to meet the 1 million jobs that will be available in 2025, including but not limited to Adult Education, WorkINDiana, in and out of school youth, HIRE, Rapid Response, TAA, Veterans programs, REA, Jobs for Hoosiers, and other sources of funding.

The area's strategies to train the workforce so the state is ready to meet the 1 million jobs that will be available in 2025 is focused on meeting the needs of the employers to fill open positions and train workers to meet the required skill levels for these employers, as well as focused on meeting the needs of the job seeker or student to provide a pathway to the acquisition of increased knowledge and skills. By working with all mandatory partner programs, referral mechanisms, shared case management and resources will be achieved leading to a more comprehensive service plan for each individual job seeker.

Business services staff in the area must understand the requirements of employers, both in terms of the job setting and skills needed for specific occupations, including soft skills. Business services staff will seek out new employers, and assist in the recruitment and placing of individuals for job openings, as well as small, medium and large businesses. A prioritization using a sector strategy will be utilized. Staff will be responsible for gathering business needs intelligence that may be evaluated and shared with Workforce Board and other policy makers. One-on-one visits with employers and speaking engagements will take place, such as local Economic Development and Chamber events. Business services staff will encourage hiring fair events and partner with Economic Development, Chambers and other organizations to hold these events, encouraging employer participation of those employers with immediate openings. At these events and prior to, WorkOne staff will provide mini-workshops to provide readiness for meeting with employers so that a resume and other applicant data employers will request is available.

For Adult Education and WorkIndiana, close cooperation and communication will take place among staff in cross-referral, and by communicating among entities to share the progression of instruction and training, leading to the desired employment outcome for each individual. It is imperative not to allow individuals coming in to WorkOnes or Adult Education sites to "fall between the cracks" due to a lack of understanding by staff of all resources that may be utilized in the community to assist in further developing skill sets and eliminating barriers to employment. WorkOne staff will be knowledgeable of the priority for veterans and veteran services and when it is appropriate to refer a veteran to a DVOP. For the in and out of school youth programs, staff will be knowledgeable of all partner resources and referral mechanisms to allow for more supportive services, training options, and employment opportunities, to enhance the ability of an individual student or customer to achieve a successful outcome. The HIRE staff will coordinate service delivery with the business

services staff and career advisors within the WorkOne offices, and resources with partner programs will be encouraged, including those resources available from Family and Social Services Administration (FSSA), such as the Vocational Rehabilitation services, and assistance with food stamps and childcare. Working together to assist those individuals that are incarcerated or recently released is crucial to reducing recidivism and allowing these individuals to enter into employment so they may become self-supporting and add to the talent pool needed for employers as they search for needed workers. For individuals coming in for required workshops and appointments as a result of the RESEA, or, Jobs for Hoosiers programs, it does provide an opportunity for WorkOne staff to sell these individuals on the importance of remaining engaged. Staff will emphasize the current labor market requirements for workers and encourage individuals to increase their skill levels through attending Adult Basic Education or training programs, as may be needed, and to motivate people to not give up in their search for a job. By encouraging people, staff can offer a variety of services to assist individuals in improving their ability to network and locate employment. Business services staff at WorkOne locations are responsible for taking the lead with rapid response activities, and assisting employers with layoff aversion, If possible, as well as with informing employers of the Trade Adjustment Assistance (TAA) programs. When individuals are eligible for TAA, staff of the WorkOnes will process them for appropriate services, which may include career pathway or other training programs, as well as other support services available. The TAA customer will be aware of all services available at the WorkOnes, and also partner services so a comprehensive approach is taken to remediate any needs they may have to assist them in returning to a good paying job. It is important for the TAA or rapid response customer to be aware of the labor market and what is desired by the employers today and into the next decade to ensure they are realistic about the pathway it will take to achieve their desired outcomes. These strategies, as discussed, will lead to a better trained workforce, so the state is ready to meet the 1 million jobs that will be available in 2025.

Section 3: Local Area Partnerships and Investment Strategies

Please answer the following questions of Section 3 in 15 pages or less. Many of the responses below, such as targeted sector strategies, should be based on strategic discussions with the local board and partners. The local board is not required to complete the questions shaded in gray at this time. Questions that require collaborative answers for regions 5 & 12 are designated with an *.

3.1 Taking into account the analysis in Section 1, describe the local board's strategy to work with the organizations that carry out core programs² to align resources in the local area, in support of the vision and goals described in Question 2.1. [WIOA Sec. 108(b)(1)(F)]

Successful relationships with community based organizations, agencies, schools, Chambers of Commerce, etc. are fundamental to the success of the workforce development system. Staff understand the exponential power of collaboration of many organizations working toward the same goals. Region 5 has had successes in working with Adult Basic Education (ABE) within our communities including provision of evening Adult Basic Education (ABE) classes in the WorkOne offices, in those counties where space is needed by the local education entities. The arrangement has allowed staff to provide information to ABE students regarding WorkOne services available. Vocational Rehabilitation (VR) counselors regularly schedule appointments with individuals seeking their assistance in the WorkOne locations.

² Core programs mean Title I Adult, Dislocated Worker, and Youth Services, Title II Adult Education and Literacy, Title III Wagner-Peyser Employment Services, and Title IV Vocational Rehabilitation.

The local board's staff will work with the Career and Technical Education Centers in the region, including Blue River Career Center in Shelbyville, Central Nine Career Center in Greenwood, and John Hinds Career Center in Elwood and Atterbury Job Corps in Edinburgh. Specialized training programs resulting in industry recognized credentials for our customers have been a high priority throughout the years. Staff will coordinate services with The Hoosier Youth Challenge Academy (HYCA), previously located in Region 5, which serves high school drop-out youth with troubled pasts, 16-18. Staff has reached out to the HYCA to identify ways to collaborate on services to youth who will return to Region 5 upon completion of the residential phase of the program. A referral process will be developed with the HYCA Director so that youth will be contacted by the Youth Counselor from their home county, before they leave HYCA, to further develop their support system.

Region 5 will continue collaborating and coordinating with organizations that provide services to Youth, Adult, and Dislocated Worker programs in order to align resources to give our customers unduplicated services and provide them with the resources needed to begin their career pathway to employment.

3.2* Identify the programs/partners that are included in the local workforce development system. Include, at a minimum, organizations that provide services for Adult Education and Literacy, Wagner-Peyser, Vocational Rehabilitation, Temporary Assistance for Needy Families, Supplemental Nutritional Assistance Program, and programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006. [WIOA Sec. 108(b)(2)]

In order to expand service delivery capability and align workforce development resources and activities, EmployIndy and Region 5 Workforce Board have developed key partnerships with numerous programs throughout the region. Following is a chart that identifies a number of the partners that are included within the Regions's workforce development system:

Indiana Department of Workforce Development	Adult Education Consortium
Wagner-Peyser Services	Washington Township Adult Education
Jobs for Veterans State Grant Services	Warren Township Adult Education
Unemployment Insurance Services	Wayne Township Adult Education
TAA Services	Blue River Adult Education
Indiana Family and Social Services Administration	C-9 Adult Education
Vocational Rehabilitation Services	Elwood Community Schools
Department of Family Resources (TANF)	Excel Centers (Goodwill Industries)
Ivy Tech Community College	Christel House DORS
OpportunINDY	YouthBuild Indianapolis
Indiana Black Expo	Operation Job Ready Vets
Indianapolis Public Schools	City of Indianapolis Community Service Block Grant Programs
Sheridan High School	Township Schools
Martinsville High School	Indy Reads
Whiteland High School	Read-Up United Way
Shelbyville High School	Madison County Literacy Program
Greenfield High School	Atterbury Job Corps

Mt. Vernon High School
Pendleton High School
Anderson High School
Eastern Hancock High School
Avon High School

3.3* Describe efforts to work with each partner identified in 3.2 to support alignment of service provision and avoid duplication of services to contribute to the achievement of the SWIC's goals and strategies. [WIOA Sec. 108(b)(2) and (b)(12)].

The workforce development boards of Central Indiana are committed to collectively impacting the alignment of service provision and a reduction in unnecessary duplication of services through two strategic areas of focus: 1) Shifting the focus of evaluating of success from measuring outputs to measuring outcomes; and 2) Focusing efforts on quality, not simply on quantity. The workforce boards will take leadership in regularly communicating these areas of focus among system partners and ensure that the consistent communication of expectations occurs. As an example, EmployIndy adapts measures and benchmarks to individual contracts and agreements with partners and service providers that will allow, locally, for proactive adjustments to meet strategic and system goals. Along with these benchmarks, EmployIndy studies trends in hiring and the direction of the job market locally and within nearby regions. This places a priority on providing training for those job markets that are showing growth and a demand for a well-trained workforce. The Region 5 Workforce Board incorporates cross-training of partner staff, effective referral systems, mutual sharing of participant achievements and progress and ongoing communication as methods to align service provision and to leverage partner resources.

3.4 Identify how the local board will carry out a review of local applications submitted under WIOA Title II Adult Education and Literacy, consistent with the local plan and state provided criteria. NOTE: *Since this guidance has not been finalized by the state, this item does not need to be addressed now.* [WIOA Sec. 108(b)(13)]

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3.5* Describe how the local boards are partnering with economic development and promoting entrepreneurial skills training and microenterprise services. [WIOA Sec. 108(b)(5)]

The Indy Chamber of Commerce has prepared (September 2015) a Comprehensive Economic Development Strategy (CEDS) for the Indianapolis Region. In the strategy the Indy Chamber will be the lead regional economic development marketing organization. The strategy also envisions a business retention and expansion outreach program principally led by local partners. The EmployIndy and Region 5 Workforce Board will partner with these local economic development organizations (LEDOS) within their respective areas. All counties and many cities and towns have locally focused entities charged with retaining and attracting businesses and employment for their communities. Relationships are in place to connect WorkOne resources with economic development efforts at the appropriate time and manner. Information about the emerging workforce skill needs is used to guide training and recruitment efforts for business. Hiring and training incentives are marketed to assist businesses with startup and/or expansion costs. The CEDS also calls for a Regional Entrepreneurship Council to promote small to medium enterprises (SMEs) and innovation-driven enterprises (IDE). As this Council becomes operational, both boards will connect to coordinate small business ownership and microbusiness initiatives. The entrepreneurial training and

microenterprise development is now promoted through agreements with entities, such as the Business Ownership Initiative, Launch Fishers, and area Maker Space locations.

3.6 Describe how the local area is partnering with adult education and with out of school youth regarding business services.

The local area is partnering with adult education and with out of school youth regarding business services. Adult Education programs work with out of school youth as well as adult populations to assist in preparing them for the attainment of their High School equivalency and/or to achieve skill gains. An important role of the WorkOne staff is to work closely with the Adult Education program provider instructors, to identify individuals interested in and in need of additional training and employment skills. Staff partner with their Adult Education instructors and work closely together for cross-referral to make sure the requisite skills are attained and barriers are lifted. Staff will develop a plan with each individual which may include a career pathway being identified. As these students and job seekers are working with staff of the WorkOne, business services staff coordinate employer job postings and identify skill sets employers are looking for. Business services staff attend local Chamber events, and have established relationships with Economic Development executives and area employers. As business services staff identify job openings and employer skills needed, they communicate this to the WorkOne team which benefits the adult education students in their developing a career pathway, and seeking employment. In some cases it will be appropriate for an adult education student to also enter into a work based learning or work experience, as well as an on-the-job training position with an area employer. These opportunities are a direct result of business services staff and other WorkOne staff efforts as they learn of employer interest and willingness to enter into these training and/or employment agreements. At times, the WorkOne staff also look to the business services staff for advice when they are trying to determine the best work experience placement for out of school youth. Since the business services staff often have more insight as to certain employers and their willingness to mentor or provide additional guidance, this can be helpful information for WorkOne staff working with youth in particular. It is important that the business services and WorkOne staff work in close coordination so that multiple staff aren't contacting the same employers, resulting in confusion.

3.7 Describe how the local board coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. [WIOA Sec. 108(b)(10)]

The Region 5 WDB coordinates education and workforce investment activities with secondary education through JAG programs located at 9 different high schools throughout the region. The JAG program focuses on attainment of high school diplomas, career awareness and job readiness competencies, as well as soft skills and life skills needed for a successful transition to adulthood. WorkOne staff are hired to work with JAG students in the high school classroom daily, and the students are awarded high school credit for their successful participation. Students complete tours of the local WorkOne offices and college campuses to raise awareness of the opportunities available to them. These enhanced services reach students who would not otherwise be available to take advantage of the curriculum and experience provided through the JAG classes. In each of the JAG high schools, there are no other programs that provide the training and support that is the focus of JAG.

The WorkOne staff also work with secondary education to identify high school students who have

dropped out of school. Schools are required to provide the list of those who have dropped out, so that contact can be made immediately to encourage participation in ABE classes to prepare for the High School Equivalency exam, TASC.

The local board will coordinate education and workforce investment activities with secondary and postsecondary education programs that are listed on the DWD eligible training provider list. Forming sector partnerships with area employers and educational partners is a high priority, and board staff will work to develop these partnerships, applying for supplemental funding when available. Employer buy-in is crucial when developing specialized training programs to ensure those individuals enrolled in training, completing, and gaining credentials become employed in the field in which they are trained. Coordinating strategies is important and staff will continue working with Marion County's board staff of EmployIndy in pursuit of regional funding for innovative programs. By coordinating training strategies with Marion County staff, training programs that become available are more comprehensive in nature, utilizing not only the allocated WIOA funding streams, but also additional resources that may be brought into the area by a competitive proposal process. Business services staff will work to identify any unmet employer needs based on skill sets employers are seeking where there is a void with job seeker skills. Business services staff will bring these to the attention of the board staff so training providers may be approached to offer additional training programs, when it has been determined there is a need. Board staff will assist the training providers in facilitating the process to apply to be placed on the DWD eligible training provider list. Utilizing a common tracking system will enable staff to see what types of training and services are being received by an individual and avoid duplication of services. Sector partnerships in manufacturing, logistics and healthcare are identified as in-demand based on the labor market data available. Employers identify specific occupations in those sectors where there is an employer need to document the relevancy of training dollars being invested to ensure successful employment outcomes. At regularly held Workforce Development Board meetings, training provider information and outcomes is reviewed and evaluated, and a change in direction regarding training providers being utilized and occupations being funded may occur based on input received.

3.8 Based on the analysis described in Section 1.1-1.3, describe plans to focus efforts and resources on serving priority of service populations in the local area, including how this focus will be managed. Include any other priority populations the local area will focus on.

Efforts and resources are focused on providing services to those Adults that meet a priority of service category and, who are most in need of such opportunities, regardless of funding levels. The State policy indicates at least 50% of Adult enrollments must meet one of the priority of service category. Region 5 has set the goal of 60% of Adult enrollments must meet a priority category. An internal priority of service form was created and is completed on all Adult applicants. Local offices are encouraged to maintain a spreadsheet to track the percent of Adults that are enrolled that meet a priority of service and a monthly TrackOne report is provided to county offices reflecting the actual percent of Adult enrollments meeting a priority. By providing a monthly priority of service report, counties can plan and make adjustments accordingly. Regional Operator Staff will review the data on a monthly basis to ensure the priority of service level is met.

Veterans continue to receive priority of service in all DOL funded training programs. Region 5 has four Disabled Veterans Outreach Program (DVOP) staff. DVOPs are based in our three full service offices but do travel to express offices one or two days per week. Region 5 has recently entered into a contract with Esource Resources, LLC to deliver Veteran Transition Seminars utilizing NEG-Sector

partnership funding. The seminars will walk veterans through tools and strategies for re-employment and include such topics as: transition planning, resume workshop, job search strategies, interviewing, and networking. Following the completion of these workshops, veterans will be encouraged to remain engaged in WorkOne services until a successful employment outcome is achieved.

Hoosier Initiative for Re-Entry (H.I.R.E.) delivers a curriculum which focuses on soft skills, workplace aptitude and motivation to ex-offenders. H.I.R.E. staff work with the local offices to partner with local probation offices and local department of corrections organizations to provide job search and retention workshops to assist with re-entry into employment. The H.I.R.E. Staff will coordinate service delivery with WorkOne Staff to enhance opportunities for receipt of services and a successful job outcome.

3.9* Based on the analysis described Section 1, identify one to three industries where a sector partnership(s) is currently being convened in the local area or where there will be an attempt to convene a sector partnership and the timeframe. Describe how you will be partnering to achieve defined goals.

Central Indiana job seekers and employers have significantly benefitted from a number of healthcare and technology initiatives and grants led by the Planning Region like the HealthCare Careers Initiative, Prioritize, Employ Up and TechHire. Through these partnership programs and others, both EmployIndy and the Region 5 Workforce Board have meaningfully engaged with the Central Indiana Corporate Partnership and its sector initiatives including Conexus, BioCrossroads, and Techpoint, which directly mirror the high-demand, wealth-driving sectors of Central Indiana. The workforce development boards in Central Indiana will continue to strengthen these partnerships and further integrate strategies, resources, and services with these sector initiatives, with the shared and explicit goal of filling the workforce needs of emerging and growing employers. The Region 5 Workforce Board retains local sector partner initiatives in advanced manufacturing, logistics and healthcare. EmployIndy has taken a sector approach at each of its three WorkOne Indy offices, utilizing best practices gleaned from past skills and sector initiatives. WorkOne Indy North is aligned and suited to best serve customers with interest in healthcare and life sciences; WorkOne Indy West is poised to serve customers pursuing technology, and; WorkOne Indy East is positioned to serve customers in pursuit of manufacturing and logistics.

3.10 Describe how the local board will facilitate the development of career pathways systems, consistent with the Career Pathways Definitions. [http://www.in.gov/icc/files/Indiana_Pathways_Definitions\(1\).pdf](http://www.in.gov/icc/files/Indiana_Pathways_Definitions(1).pdf) [WIOA Sec. 108(b)(3)]

The local board will facilitate the development of career pathways systems so that each individual worker or student has a pathway to improving their education, knowledge, skills and employment options. Board staff will ensure WorkOne staff have tools available to be knowledgeable of all career pathways structures already introduced within the state, so they can be more effective in their career counseling and Individual Employment planning with individuals. Business services staff in the region will work with employers and economic developers to continue to collect data to bring back to the local boards to evaluate employer needs and how they fit into the existing career pathways structures. Educational partners will assist in evaluating employer data and may be asked by board staff to develop specialized training programs based on the immediate and projected needs for in-demand occupations. The local board staff will work in conjunction with the Marion County board staff to share business needs and develop training programs, as may be needed to satisfy the

requirements of the nine county regional area's employers. Discretionary resources that become available will be a valuable tool to allow for more career pathway development and innovation. Local boards, and board staff will be keenly aware of opportunities, and will take the lead in writing proposals to access additional funding, through strategic sector partnerships.

3.11 Identify and describe the strategies and services that are and/or will be used to:

- A. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs, in addition to targeted sector strategies
- B. Support a local workforce development system described in 3.3 that meets the needs of businesses
- C. Better coordinate workforce development programs with economic development partners and programs
- D. Strengthen linkages between the one-stop delivery system and unemployment insurance programs

This may include the implementation of incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, or utilization of effective business intermediaries and other business services and strategies that support the local board's strategy in 3.1.

[WIOA Sec. 108(b)(4)(A&B)]

A. The strategy to facilitate the engagement of employers is to have dedicated staff positions assigned the responsibility to communicate with local employers to inform them about WorkOne programs and services, collect information about their workforce and skill needs, and to engage them in workforce development programs and sector training initiatives. Primary staff assigned the responsibility are the WorkOne Business Consultants. Veterans' staff (LVER positions) are also part of the business outreach efforts. There are four Business Consultants with each being responsible for one or more counties. Staff in these positions are in daily contact in person, by telephone, and/or email with local businesses. Business Consultants develop and/or facilitate On-the-Job Training and Work Experience agreements with employers. Assistance with submitting a complete and effective job order within the state job matching system (Indiana Career Connect) is provided as needed. Information about the ACT worker profiling and WorkKeys Assessment system is explained. These opportunities enable employers to directly interact with and experience some of the benefits of participating in the WorkOne workforce development system.

B. With the workforce development system viewing Business as the customer, the identification of real business needs is key in order to address them positively. An aspect of the employer outreach is to offer opportunity for employers to serve on the Workforce Development Board (WDB) as a business representative, to participate on one or more of the WDB Committees and/or as a member of an employer advisory/ steering group for grant proposals or evaluations. The WDB membership includes representatives all of the various partners described in Section 3.3 which provides employers with direct opportunity, both formally and informally, to understand various workforce programs available and how they can benefit an employer. It also provides the opportunity to share employers concerns about their workforce quality and availability. Through understanding of the many resources available and the present employer needs, a more comprehensive matching of programs with needs can be accomplished. All Partners will be encouraged to structure their programs and services to address the expressed needs of business. With all partners considering, and factoring in how their programs address business needs, a more responsive set of services will be available.

Specific business services to be offered include but are not limited to those defined by WIOA Title I Sec 134(c)(2)(A) and Sec 134 (c)(3)(D) which include:

- Appropriate recruitment and other business services on behalf of employers, including small employers, applicant/recipient eligibility determination, outreach, initial assessment of skill levels, and labor exchange services
- Occupational skills training
- On-the-Job Training
- Incumbent worker training
- Work based training programs operated by the private sector
- Skill upgrading and retraining
- Entrepreneurial training
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training

C. A structure for coordination of workforce development programs with economic development partners and programs is in place in Region 5. The WDB include two local economic development representatives who participate regularly on both the Board and the Program Committee. These members are well aware of how the WDB may support local development efforts. WorkOne Business Consultant staff maintain an open and ongoing line of communication with Local Economic Development Directors in each of the counties. WorkOne staff participate in prospect presentations and provide labor market information in coordination with DWD. With mass layoffs, WorkOne staff become immediately involved to determine if there is any assistance which the workforce system may offer to avoid the layoffs. When layoffs do occur, WorkOne acts to help dislocated workers become re-employed with other area employers as quickly as possible. In some instances there are immediate opportunities to place these workers with other employers who are in need of their skills. Re-employment lessens the adverse economic impact to both the individual and the economy.

D. Customer computers are located in all the WorkOne offices for customers to file electronically for Unemployment insurance. Unemployment staff have been removed from the offices but steps have been taken to give customers the assistance they need. Customers with unemployment issues will be given an informational packet that includes the Call Center phone number and explains how community agencies can obtain wage records. Local community agencies were notified and given directions on requesting wage records and the need to email Employerverification@dwd.in.gov to get the process started and how to register in the Last Known Employer system.

Direct-line phones have been installed in the full service offices so customers can pick up and gain access to a Call Center representative directly. Software has been or will be installed by the Call Center to remotely access full service WorkOne computers. As such, Call Center staff will be able to virtually assist claimants at WorkOne Centers with any UI issues. The State is in the process of looking at network scanners that will be placed at full service WorkOne offices for claimants to use to send any required UI documentation to the Indianapolis office.

Staff will continue to assist customers visiting the WorkOne offices with the process on how to apply for unemployment insurance, how to obtain wage screens, and give them the necessary information to get issues resolved satisfactorily.

3.12 If the local board is currently leveraging funding outside of WIOA Title I funding and state general funds to support the local workforce development system, briefly describe the funding and how it will impact the local system. Break down the description by adult, dislocated worker and youth. If the local board does not currently have oversight of additional funding, describe any plans to pursue it.

The local board (WDB) is currently overseeing \$133,000 of private funding granted in support of the Jobs for America's Graduates (JAG) in-school youth program and \$444,400 of TNAF funding also for the JAG program. The impact of this funding is significant in that it replaces the in-school youth resources formerly available under WIA that are redirected to out-of-school youth under WIOA. The WDB will seek opportunities to apply for related grant funding from the federal government and other sources to support the mission of workforce development for youth, adults and dislocated workers. The WDB will monitor the www.grants.gov website for open grant opportunities and pursue those which are appropriate and feasible. The WDB subscribes to various foundation newsletters which provide information about funding opportunities such as the Robert Wood Johnson Foundation. The WDB will also be receptive to partnering with other local Boards to pursue resources of common benefit. This could include taking the lead or a supporting role in the grant application and implementation. The WDB is currently doing this with the Region 12 Board in Marion County. The WDB will also seek to leverage local resources such as in-kind space and facilities to support its mission.

3.13 Including WIOA and non-WIOA funding, what percentage of total funds would you project will be used for training annually?

Across all programs and funding sources it is estimated that 25% of funding will be used annually for training.

3.14 Optional: Describe any collaboration with organizations or groups outside of your local area, interstate or intrastate, and what outcomes you plan to achieve as a result of the collaboration.

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Section 4: Program Design and Evaluation

Please answer the following questions of Section 4 in 12 pages or less. Many of the responses below, such as career pathways and individual training accounts, should be based on strategic discussions with the local board and partners. The local board is not required to complete the questions shaded in gray at this time. Questions that require collaborative answers for regions 5 & 12 are designated with an *.

4.1 Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment and out of school youth. Include referral processes with one stop partners. [WIOA Sec. 108(b)(3)]

The local board will expand access to employment, training, education, and supportive services with entities carrying out core programs. This will be realized by staff having the contact information and cross training so as to fully understand the types of services and eligibility required by each entity. As VR and the State TANF and SNAP agency work with DWD to establish a vision around more integrated services, staff at the regional level will work toward the same objectives with regional counterparts for discussions on common intake and service delivery. A referral form for Adult Education providers and WorkOne staff is already in effect, per DWD policy. A referral form and/or more formalized process for working together with staff at the WorkOne, VR and State TANF and SNAP agencies will be developed, following the guidance of DWD as they work toward developing

MOUs with these organizations. WorkOne staff will create and/or distribute printed material to entities, post information about services on a website, and provide one-on-one and group orientations to program services both for staff of other organizations, as well as the individuals seeking services. A minimum of 50 % of individuals enrolled in the WIOA Adult program that are to receive more intensive services, or, career services, must meet the criteria for priority of service, defined as recipients of public assistance, other low income individuals, or individuals who are basic skills deficient. Staff will utilize a client-centric approach in working with each individual, and common information about an individual's employment, training, and supportive services needs will be shared with other entities that may also be working with the individual, so as to provide the most comprehensive services and avoid duplication of services. The concept of subject matter experts will be introduced in each WorkOne and when feasible will be utilized, such as a better understanding of VR services and working with people with disabilities.

The same referral processes used with partner agencies will be utilized for out of school youth. Supportive services are used often with out of school youth and the assessment of need for those services are on-going throughout the period of participation.

4.2 Describe how the local board will utilize co-enrollment, as appropriate, in core programs to maximize efficiencies and use of resources. [WIOA Sec. 108(b)(3)]

The local board will utilize co-enrollment as appropriate to maximize efficiencies and use of resources. Co-enrollments for students attending Adult Basic Education (ABE) and also accessing career pathway training offered by the WorkIndiana funded program will occur. For WorkIndiana funded training programs, each individual is to also be enrolled into the corresponding WIOA program, Adult, Dislocated Worker, or Out of School Youth. By the co-enrollment taking place, it provides more supportive services and other funding for a more comprehensive client-centric approach. Co-enrollment into WIOA programs based on eligibility will be examined and when in the best interest of the individual will be pursued so as to provide the broadest menu of services. The percentage of individuals meeting the Adult Priority of 50 % or more of all WIOA Adult enrollees will be taken into account when determining if a WIOA Dislocated Worker is co-enrolled, or served only by the Dislocated Worker program.

4.3 Describe board actions to become and/or remain a high-performing board, consistent with the factors developed by the State board pursuant to WIOA Sec. 101(d)(6). NOTE: Since these factors have not been determined as states are awaiting additional federal guidance, this item does not need to be addressed now. [WIOA Sec. 108(b)(18)]

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4.4 Describe the one-stop delivery system in the local area as required by WIOA Sec. 121(e). See below subparts for specific areas that must be addressed. [WIOA Sec. 108(b)(6)(A-D)]
(4.4D is a collaborative answer for Regions 5 & 12).

- A. Describe the local board's efforts to ensure the continuous improvement of eligible providers of services, including contracted services providers, and ensure that such providers meet the employment needs of local employers, and workers, and jobseekers. [WIOA Sec. 108(b)(6)(A)]

The Region 5 WDB meets bi-monthly, where all performance and financial data reports are reviewed and compare actual vs planned performance and expenditures. This allows the WDB to see the big

picture on a regional basis and discuss any areas for improvement and/or modification. The training providers are evaluated by those who participate, and the evaluations are submitted to IA to ensure continuous quality improvement. The WDB has also directed the bi-annual use of Net Promoter, to solicit the opinion of job seekers regarding the quality of services in the WorkOne offices. Additionally, employers who hire OJT candidates through the WorkOne offices are asked to complete satisfaction surveys and Work Experience Supervisors are asked to do so as well.

The WDB also reviews the monitoring, data validation and audit reports that are provided by the State DWD monitoring team on an annual basis. The reports identify deficiencies that are to be addressed, as well as best practices. All of these avenues of information provide the WDB with the tools required to determine if the needs of employers, and workers, and job seekers are being met, and gives them the knowledge to provide direction to the service providers.

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| B. Describe how the local board will facilitate access to services provided through the one-stop delivery system in remote areas, through the use of technology, and through other means. [WIOA Sec. 108(b)(6)(B)] |
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Flexibility of staff, going on-site to provide WorkOne services has been a great asset in remote areas. In areas where there is no WorkOne office, or in rural areas, access to services are provided by offering workshops in selected locations, and these are advertised to the public using: workonecentral.org, newspapers, LinkedIn, Chamber of Commerce email blasts, and flyers. The Martinsville itinerant office has recently been closed, and staff is going to Martinsville providing WorkOne services and conducting job search related workshops once or twice a month. Staff from Madison County go to Elwood two or three times a week to provide WorkOne services, such as: application, job search activities, counseling and one-on-one services for interested individuals. WorkOne/Fishers will soon have staff going to Ivy Tech in Noblesville two or three days per week to provide WorkOne services. The State's new tracking system, that will begin in October, 2016, will allow individuals to learn more about WorkOne services with the addition of WIOA information. This system is a virtual one-stop that integrates all components of WIOA seamlessly into a unified, web-based system. This will greatly enhance services to customers in remote areas.

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| C. Describe how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C)] |
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All entities, including the WorkOne offices and Workone partners will comply with WIOA Section 188 and the applicable provisions of the Americans with Disabilities Act to ensure inclusion and universal access to programs, facilities, services, technology and materials. An array of marketing materials are provided to the WorkOne offices by DWD, which include the appropriate language and images to promote universal access and equal opportunity for all individuals with disabilities. WorkOne offices display a variety of take away brochures to explain and promote the services offered through the WIOA programs, and each will contain the type of information and images that will promote universal access.

All WorkOne physical facilities are surveyed using a checklist to determine compliance with the ADA, as required by DWD. Modifications for accessibility will be made if it is determined that a more efficient or accessible arrangement would best serve those with disabilities.

Those who seek services within a WorkOne office are asked if they have a disability as part of the application/intake process. It is explained that they are not required to disclose a disability but if accommodation is needed, we need to be aware and that such disclosure is confidential. If appropriate, a referral is made to Vocational Rehabilitation (VR). VR Counselors make regular visits to the WorkOne offices to meet with staff and clients. This arrangement has given common clients easy access to the VR Counselor at the WorkOne sites.

One of the WorkOne full-services offices, located in Plainfield, has an X-tation, which is a fully-accessible work station. More recently, DWD will provide additional technology equipment for use in the other full-services offices, Anderson and Franklin.

Training for staff regarding how to best serve those with disabilities is an on-going process and we rely on DWD to assist with this. We will seek opportunities to provide staff with the latest and most relevant training related to providing quality services to people with disabilities.

D. *Describe the roles and resource contributions of the one-stop partners. NOTE: *The state has not issued MOU or infrastructure funding policy. Any MOUs in place should be described and attached.* [WIOA Sec. 108(b)(6)(D)]

The workforce development boards of Central Indiana do not have current MOUs that specify resource contributions of the one-stop partners. Both EmployIndy and the Region 5 Workforce Board are awaiting the final WIOA regulations, guidance, and policy from the United States Department of Labor, Employment and Training Administration and DWD before establishing WIOA-based MOUs, resource sharing agreements, or infrastructure cost-sharing among core one-stop partners. The anticipated roles and resource contributions of the one-stop partners based on final guidance, are as follows:

Adult Education – The role is the provision of instruction to increase basic skill levels and lead to the successful completion of a High School Equivalency (HSE). Referral to WorkOne services should take place by the Adult Education instructors for employment services and to access career counseling and tuition and supportive services for career pathways and other educational opportunities. The Adult Education resource contribution is non-monetary. There may be space available at some of the instructional sites to allow WorkOne staff to meet with students to begin their relationship for the receipt of WorkOne services.

Literacy programs provide reading and writing instruction to enhance the skills of the individuals they are working with.

Literacy programs do not provide monetary resources for the WorkOne operations.

Wagner Peyser programs provide staff that work in an integrated environment with service provider funded staff to offer a wide variety of employment and training services. This may include general labor exchange, career counseling, case management, Trade Adjustment Assistance funded training,

business services and delivering workshops, as well as assisting with the RESA and Jobs for Hoosiers programs.

Resource contributions include Wagner Peyser staff that work in the WorkOne system. There is a financial contribution included in the Integrated Services agreement to cover the cost of the space that is occupied at the WorkOne, and some material costs.

Vocational Rehabilitation (VR) roles include staff that specialize in the delivery of services to individuals with disabilities. The VR staff work with the staff at the WorkOnes for cross-referral to meet the needs of their customers. In some cases services will be offered by both entities, and other times it will be determined the most appropriate resource is either solely by the VR staff, or, the WorkOne staff.

Resource contributions include the VR staff and the services provided. There are no monetary resources available to contribute to the cost of the WorkOne operations. Free space is available as may be arranged at each WorkOne location.

Temporary Assistance for Needy Families (TANF) and Supplemental Nutritional Assistance Program (SNAP) services are provided by the Family and Social Services Administration (FSSA). This includes cash assistance and food assistance programs. Cross-referral is made by FSSA staff to the WorkOne service delivery system, and by WorkOne staff to these programs offering this needed assistance.

Resource contributions include the assistance provided by the FSSA staff in working with the individual in need to assess their need and provide case management. Eligible individuals are able to receive cash and assistance with food. There are no monetary resources available to contribute to the cost of the WorkOne operations, and FSSA staff operate from completely separate dedicated spaces in each community, rather than in the WorkOne locations.

- E. Describe how one-stop centers are implementing and transitioning to an integrated technology-enabled intake and case management information system for core programs and programs carried out by one-stop partners. *NOTE: Since the state is in the process of implementing a new case management system for both DWD and Vocational Rehabilitation, this subpart does not need to be completed.* [WIOA Sec. 108(b)(21)]

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- F. Describe plans to use technology in service delivery in the one stop system.

Technology is used to deliver WorkOne services in Region 5. Each WorkOne office has: wireless public Internet access; personal computers for public use; personal computers for instructional labs & workshops; copiers; scanners; fax machine/s; and telephones. Mobile pc labs for onsite activities such as rapid response are available.

The internet access allows individuals to job search online, register in the state job matching system (Indiana Career Connect), and file unemployment claims. Online learning courses may also be accessed. The regional website: www.workonecentral.org enables individuals to view a calendar of activities and services scheduled for the month at each of the seven WorkOne offices. Upcoming job fairs and hiring events in the region and nearby are posted. Each office has a Twitter account which

is used as an informational bulletin board for new job openings, job fairs, workshops and other employment related services and activities. Offices use orientation videos and PowerPoints to present the menu of WorkOne services to interested individuals. Email is commonly used by WorkOne staff to communicate and follow-up with program participants. Individuals are assisted with setting up email accounts as needed.

A key to maximizing the benefits of technology is to develop the individuals' technology competency. Thus, classes in basic computer operations and common business software applications will continue to be offered. With the advent of the cloud based servers accessible to the public, instruction in the use of these services will be piloted, such as training in Google Docs. Use of this system and/or similar systems can provide job seekers with access to necessary job search documents (resume, work history, certifications, diplomas, etc.) from anywhere. As mobile versions of current programs are developed this access method will be promoted among customers. In outlying areas, staffing of evening open labs for online learning after hours will be explored to increase the access to services for individuals who do not have a PC/internet access at home or who cannot schedule a time at another public lab such as a library.

Technology equipment such as computers, printers, scanners, smart screens and boards will be gradually upgraded as resources permit.

4.5 An analysis and description of adult and dislocated worker workforce development activities, including type and availability of education, training and employment activities. Include analysis of the strengths and weaknesses of such services, and the capacity to provide such services, in order to address the needs identified in 1.2. [WIOA Sec. 108(b)(1)(D) & 108 (b)(7)]

There are a variety of services available to adults and dislocated workers to assist in their education, training and employment opportunities. Workshops to assist individuals with being more prepared to locate, obtain and retain employment will include resume preparation, interviewing skills, social media employment search such as using Twitter, networking, basic computer skills, and financial literacy. Assisting individuals with using computers to complete the employer application process, and register for the Indiana Career Connect job matching system will also be available. Individuals will be encouraged to attend hiring fairs held in WorkOne and other locations. Basic education instruction will occur by referral to Adult Education and literacy programs specializing in providing instruction. A blended funding stream approach provides a strength in the system, as individuals working toward a High School Equivalency may begin a career pathway program at the same time, funded by WorkINdiana resources. Training beyond an initial career pathway short-term credential program may be appropriate and funded by WIOA, leading to a technical certificate or associate degree in a high-wage, high-demand occupation. Employers will be contacted by WorkOne business services staff to find on-the-job training and work experience and other employer options for individuals seeking to gain more work based skills, as well as permanent employment. An incumbent worker policy may be adopted, based on guidelines set by state policy. Training that would be received as a part of incumbent worker funding would allow for skill upgrades with the specific employer, as the employer would commit to retain the workers that are able to learn the requisite skills needed by the employer to increase productivity and profitability.

The development of a customized Individual Employment Plan (IEP) developed in partnership with each participant provides a career pathway approach, and is a strength in guiding each individual in a